

GLORIA S. GRAHAM

Cape Coral, FL

(b)(6)

[LinkedIn Profile](#)

Innovative, diplomatic, compassionate executive level, higher education and healthcare leader specializing in holistic safety, risk, and emergency management portfolios, dedicated to fair, equitable and excellent service delivery to diverse communities with an extensive background in change management and organization turnaround.

Summary of Qualifications

- 26 + years public safety, law enforcement, environmental safety, threat assessment, crisis response, emergency management, physical security, and special event planning experience
- 18 years progressively responsible leadership experience
- 15 years hospital and medical center public safety and emergency management leadership experience in facilities accredited by DNV and TJC, equipped with level I and II trauma centers and in-patient psych services
- Special event planning oversight for athletic facilities with a capacity greater than 100k
- 20-years complex project management experience
- 17 years creating and implementing change management strategies
- 20 years security video technology, credentialing, and access control system oversight
- Dignitary protection and security planning for VIP's including the President of the United States
- Preparation, presentation and management of annual budgets exceeding \$20 million
- Large scale (multi-million) procurement management and contract oversight
- Bachelors Criminal Justice Studies and master's Leadership Development
- Graduate of the Northwestern School of Police Staff and Command
- Previous Illinois, Indiana, Florida, North Carolina, and Tennessee police certification

Professional Experience

2020 – Current System Director for Public Safety, Emergency Management & PBX Operations Lee Health System, Lee County FL

Provide strategic leadership for system-wide emergency management, public safety, security technology, PBX operations and investigative services. The portfolio consists of more than 200 team members providing public safety and emergency response service to Lee Health's 4 acute care campuses, 2 specialty hospitals and more than 80 non-acute facilities throughout Southwest Florida.

- Selected as one of 11 nation-wide, subject matter experts to develop by the International Association of Healthcare Safety and Security to develop workplace violence prevention curriculum
- Serve as the Incident Commander for the system-wide Incident Management Team in times of on-going and spontaneous crisis response events (currently activated responding to pandemic)
- Oversee system-wide risk and vulnerability assessment activities
- Maintain and lead the workplace violence prevention strategies and policy oversight
- Member of Executive Quality Safety Committee, Facility Safety Committee, Environmental Safety Committee, and Emergency Management Committee

2018 – Dec. 2019 Associate Vice President for Division of Safety & Security (DSS) (18 months) University of Virginia, Charlottesville, VA

Established the Department of Safety and Security and provided executive leadership to the newly formed team of 230 full-time staff for both the Health System and academic campuses. The portfolio included an accredited police department, hospital safety and security operations, Clery compliance and youth protection, emergency management, threat assessment, and the university-wide safety and security technology program.

- Inaugural appointee to this position in response to a national search following the 2017 Unite the Right violent demonstrations
- Curated activities designed to facilitate space to listen and learn of community needs to help restore a sense of safety, community, and trust
- Developed a cohesive relationship between the health system and academic campus emergency management operations
- Oversaw development of the safety and security plans for the new University of Virginia Hospital emergency department opened in October 2019
- Led safety and security planning for the 2019 NCAA Men's Basketball National Championship activities
- Restructured the existing emergency "preparedness" department to a full-service emergency management department
- Led the incident action plan development and execution for the 2018 Unite the Right anniversary that included more than 1100 police and public safety staff
- Served as a mentor in the Meriwether Lewis Student Scholars program and the Provost's Cornerstone Women's Mentoring Program

2015 – 2018

**Assistant Vice President & Deputy Chief of Police
Northwestern University, Evanston IL and Chicago, IL campuses**

Provided oversight of the police department on both the Evanston and downtown Chicago campuses encompassing commissioned police officers, on-campus residential security, athletic and special event safety and security planning, threat assessment, and a \$2.5M contract security operation. Served as the chief deputy for the Associate Vice President of Safety and Security portfolio including, University Police, Parking and Transportation, Emergency Management, and university-wide safety and security technology.

- Developed a plan to address findings outlined in an external review of the department conducted prior to my arrival and successfully implemented all the recommendations within 12 months significantly decreasing grievances and employee relations disputes
- Represented University management as lead bargaining agent for the inaugural police officer's collective bargaining agreement
- Served as a direct safety and security consultant and liaison to the international branch campus in Doha, Qatar
- Led the strategic planning for the Department of Safety and Security portfolio
- Performed a demographic staffing analysis to identify gaps in representation and developed targeted hiring and promotion plans to enhance diversity
- Proposed and implemented a university-wide security technology audit
- Championed the university-wide, inaugural Women's Leadership Development program as the executive sponsor
- Redesigned the university threat assessment policy and procedures
- Established a threat assessment protocol with Qatar campus
- Lobbied for and oversaw the implementation of body worn cameras

2012 – 2015

**Assistant Vice President Police Services & Assistant Chief of Police
University of Chicago, Chicago, IL**

Provided executive leadership for emergency management, CALEA accredited police department for both the academic and health system campuses. Oversaw security technology including access control and video management for the academic, health system, Hong Kong, and New Delhi campuses. The portfolio encompassed 135 employees, including 75 sworn police officers represented by a collective bargaining agreement.

- Oversaw the complex police operations both on campus and in the 4.5 square mile extended patrol jurisdiction encompassing Chicago's Hyde Park, North Kenwood, Oakland & Woodlawn communities
- Led the successful transition of the UCPD from dependence on the Chicago Police Department to an independent full-service police department within 11 months
- Project managed the attainment of CALEA accreditation
- Developed emergency lockdown procedures for the University of Chicago Hospital Emergency Department

- Oversaw public safety operations for the opening of a new hospital including patient moves and managing First Amendment demonstrations
- Established a sustained police and elementary school mentoring program
- Implemented programs to reduce work related injuries and on-duty traffic crashes
- Established a Community Relations Unit known as “The CRU”
- Collaborated with the PBPA police union President to enhance communications and trust which resulted in a significant decrease in grievances
- Implemented a targeted recruitment and selection process emphasizing minority candidates and identification of individuals who possess core personality competencies necessary for success in the University of Chicago community

2010 – 2012

Chief of Police

The University of Tennessee Knoxville, Knoxville, TN

Provided executive leadership of police and security operations for the University of Tennessee flagship campus. Planned, directed, and managed all aspects of the department including a CALEA accredited police department. Served as the incident commander for large scale events in the 103k seat Neyland Stadium Thompson Boling Arena. Collaborated extensively with internal and external partners to provide highly responsive, fair and equitable service to the community.

2007 – 2010

Assistant Chief of Police

Duke University Police Department, Durham, NC

Provided leadership for the police, security, and security technology operations for both the Duke Health System and academic campuses.

- Implemented a joint de-escalation training program between patient care team, police and security
- Established a Captain to oversee police and security operations within the Health System in order to provide the appropriate level of service delivery and oversight
- Implemented consistent access control and video recording systems throughout the more than 120
- Duke University clinics to allow for centralized lock-down to increase safety and security
- Redesigned the lockdown procedures and established schedule of testing drills
- Rebuilt fractured relationships between the Duke and Durham communities in the wake of a critical incident that negatively impacted mutual trust and respect
- Oversaw special event planning for the 2009 men’s basketball National Championship season and post-season celebrations

2004 – 2007

Operations Commander/Captain

University of Southern California, Los Angeles, California

Oversaw patrol, investigations, special event planning, records, training and accreditation for the University of Southern California Health Sciences and academic campuses. The team consisted of more than 200 full-time staff.

- Established accountability and crime analysis tracking system
- Implemented Public Safety Student Advisory Committee
- Championed targeted crime prevention strategies during key periods of time to minimize victimization of students
- Partnered with the Family of Five schools to establish a mentoring and tutoring program with 4th grade students
- Fostered collaboration and cooperation with local law enforcement partners
- Liaised with parent and alumni groups to develop crime prevention and risk reduction strategies directed at students
- Created the Adopt-a-Hall liaison program and Greek Community Liaison officer assignments

Other professional Experience

2004 – present

Consultant

Public safety – organizational assessment – strategic planning – police operations – healthcare safety and security – emergency management – threat assessment – special event, athletic team, and dignitary safety and security planning – change management

2000 – 2004	Commander / Lieutenant / Sergeant / Corporal Florida Atlantic University, Boca Raton, Florida
1995 – 2000	Police Officer / Crime Prevention Officer Indiana State University, Terre Haute, Indiana

Education

Bachelor of Arts, Justice Studies (with honors) – North Carolina Wesleyan University

Master's Leadership Development – St. Mary of the Woods College

Master's Thesis: Role of Cross-Cultural Leadership in Safety & Security Planning on International Branch Campuses

Race and Equity Institute, graduate – University of Southern California

Northwestern School of Police Staff and Command, graduate and class treasurer – Northwestern University

Training and Professional Activities

04/2022	Member of Leadership Cape Coral, Class of 2021 – Cape Coral, FL Chamber of Commerce
12/2021	Certified Healthcare Protection Administrator (CHPA) Certification
08/2021	International Association Healthcare Safety and Security (IAHSS) Workplace Violence Prevention Certification Program curriculum content – subject matter expert
05/2019	University of Southern California Race & Equity Institute – graduate
09/2019	Leadership Charlottesville, Charlottesville VA
08/2019	Grant assessor for Virginia Department of Emergency Management
11/2017	Northwestern Kellogg School of Management Leader as Coach
10/2016	Northwestern Kellogg School of Management Crisis Communication
05/2016	Northwestern Kellogg School of Management Executive Leadership
09/2015	Northwestern Kellogg School of Management Crisis Leadership
10/2014	Advanced Threat Assessment Certification
02/2013	Northwestern University School of Police Staff & Command
02/2011	Leadership Knoxville, Knoxville Tennessee
12/2009	Basic Threat Assessment, Virginia Tech
3/2008	Mass Shootings Planning & Response
11/2006	Campus Law Enforcement Executive Development, Princeton University

Accolades and Presentations

2019	Eastern Association of College and University Business Officers (EUCOBO) presenter: Impact Events: Managing the Message in the Social Media Age
2019	Virginia Network of Women in Higher Education, panelist: Strong Women, Strong Leaders: A Celebration of Success
2019	National Center for Spectator Sports Safety & Security, presenter: The Intersection of Mass Demonstration with Intercollegiate Athletics
2019	National Spectator Sports Safety & Security "Facility of Merit" awardee
2017	Association of Northwestern University Women "High-profile Woman of the Year"
2017	National Spectator Sports Safety & Security "Facility of Merit" awardee
2016	Chicagoland Area "Woman of the Shield" – inaugural award recipient
2016	Northwestern University Student Affairs "Campus Partner" awardee
2014	Exemplary Service in Law Enforcement and Leadership, Illinois Comptroller
2010	Induction into the Knoxville Girl Scout Hall of Fame as first female police Chief
2007	Proclamation of Appreciation from the LAPD for crime prevention contributions
2007	Proclamation of Appreciation from Los Angeles City Council for crime reductions
2007	Outstanding Service award from the USC Division of Student Affairs
2007	Award of Appreciation from USC Student Government Association

2006	Outstanding Service award from the Los Angeles Section of ATF
2006	Recognition for Significant Student Involvement, USC Order of Omega
2003	Police Officer of the Year for the FAU Police
2003	School Related Employee of the Year Henderson University School
1999	Blue Star of Bravery for an on-duty encounter at Indiana State University

Affiliations and Board Membership

- Lee County School District Equity and Diversity Committee – present voting member
- Pace Center for Girls –Present Board of Directors
- Chair, UVA Security and General Safety Committee 2018 - 2019
- Chair, Charlottesville, UVA, Albemarle County Regional Emergency Communications Center – 2018 - 2019
- NCS4 Intercollegiate Sports Safety and Security – Advisory Board Member – 2015 - 2019
- University Risk Management and Insurance Association – current member
- International Association of Chiefs of Police – member
- International Association of Campus Law Enforcement – Membership Committee Chair 2019
- International Association of Healthcare Safety and Security (IAHSS) – Current member
- ASIS International – Current member

Goal: Lee Health System will implement a system-wide, threat assessment team utilizing in alignment with contemporary standards and best practices.

Objective 1: Identify multi-disciplinary team members to serve on 6 localized threat assessment teams and one executive level threat assessment team. A localized team will be assigned to each of the 5 acute care hospitals and one team to coordinate threat assessment activities for non-acute facilities.

Measurement: Roster of Team members

Timeline: August 2022 - September 2022

Responsible: Gloria Graham, System Director

Objective 2: Identify consultant to provide threat assessment team training to members of the threat assessment teams.

Measurement: Contract with consultant

Timeline: September 2022 - October 1, 2022

Responsible: Gloria Graham, System Director

Objective 3: Consultant will provide training to members of the Lee Health System's threat assessment team members.

Measurement: Attendee completion list

Timeline: Training completed by November 15, 2022.

Responsible: Gloria Graham, System Director

Objective 4: Create threat assessment team policy and procedures to include record keeping, training of team members, and information sharing among the teams.

Measurement: Approved Policies and Procedures

Timeline: June 2022 – August 2022

Responsible: Gloria Graham, System Director

Objective 5: Fully implement threat assessment and management team activities to include regular meetings and assessment for and management of persons displaying a pathway to violence.

Measurement: Threat assessment document

Timeline: November 15, 2022

Responsible: Gloria Graham, System Director

Objective 6: Establish Memorandum of Understanding with local threat assessment teams including Lee County School District and law enforcement related to threat assessment information sharing.

Measurement: MOUs with Lee County School District and law enforcement agencies

Timeline: November 15, 2022

Responsible: Gloria Graham, System Director

Objective 7: Maintain statistics on the number of persons the team's review and manage and create monthly reports illustrating the details of the cases including: relationship of the individual to Lee Health, disposition of the case (open active or closed), and case management activities.

Measurement: Monthly Report

Timeline: Begin December 1, 2022 and monthly thereafter throughout the grant period

Responsible: Gloria Graham, System Director



May 18, 2022

This correspondence is being submitted in support of Lee Health Systems application for funding through the FY 22 Financial Assistance for Targeted Violence and Terrorism Prevention grant opportunity.

Lee Health provides emergency and non-emergency, life-saving healthcare services to more than 1.5 million individuals, annually. The full and part-time residents and visitors of Southwest Florida depend on Lee Health to remain operational whenever a multi-casualty or other crisis occurs. This grant, if awarded, will assist in hardening our critical infrastructure and operations against targeted violence and terrorism. Doing so will enhance our capability to provide uninterrupted service to Southwest Florida and support additional threat assessment focused collaboration with our community partners.

Thank you in advance for your consideration of our application.

Sincerely,

(b)(6)

Armando Llechu
Chief Officer, Hospital Based Care
Lee Health System



Service Area Locations:

Lee County, Florida including the entire county: Cape Coral, Fort Myers, Bonita Springs, Sanibel, Fort Myers Beach, Estero and unincorporated Lee County

Congressional District

The service area is included in Congressional District 19

EMW-2022-GR-APP-00083

Application Information

Application Number: EMW-2022-GR-APP-00083

Funding Opportunity Name: Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

Funding Opportunity Number: DHS-22-TTP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: Lee Memorial Health System

Organization ID: 23980

Type: Special district governments

Division:

Department:

EIN: (b)(6)

EIN Shared With Organizations:

DUNS: 831001685

DUNS 4:

Congressional District: Congressional District 19, FL

Physical Address

Address Line 1: 9800 S. HealthPark Dr. #405

Address Line 2: [Grantee Organization > Physical Address > Address 2]

City: Fort Myers

State: Florida

Province:

Zip: 33908-[Grantee Organization > Physical Address > Zip 4]

Country: UNITED STATES

Mailing Address

Address Line 1: 9800 S. HealthPark Dr. #405

Address Line 2: [Grantee Organization > Mailing Address > Address 2]

City: Fort Myers

State: Florida

Province:

Zip: 33908-[Grantee Organization > Mailing Address > Zip 4]

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: Lee Health Threat Assessment & Management Team Implementation

Program/Project Congressional Districts: Congressional District 19, FL

Proposed Start Date: Sat Oct 01 00:00:00 GMT 2022

Proposed End Date: Mon Sep 30 00:00:00 GMT 2024

Areas Affected by Project (Cities, Counties, States, etc.): Lee County Florida

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$100000
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$100000

Is application subject to review by state under the Executive Order 12373 process? Program is not covered by E.O. 12372.

Is applicant delinquent on any federal debt? false

Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Gloria Graham	(b)(6)		Signatory Authority Secondary Contact
Susan Mitchell			Authorized Official Primary Contact

SF-424A

Budget Information for Non-Construction Programs

Grant Program: Targeted Violence and Terrorism Prevention Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$0
Fringe Benefits	\$0
Travel	\$5000
Equipment	\$0
Supplies	\$13000
Contractual	\$82000
Construction	\$0
Other	\$0
Indirect Charges	\$0
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$0
Income	Amount
Program Income	\$0

How are you requesting to use this Program Income? [\$budget.programIncomeType]

Direct Charges Explanation: Training, Workshop, Software

Indirect Charges explanation:

Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$80000	\$20000	\$	\$
Non-Federal	\$	\$	\$	\$

Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$	\$	\$	\$

Remarks: Assessment and training initiated in first quarter. Community workshop estimated to be in second quarter. Activities ongoing.

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Susan Mitchell

Signed Date: Wed May 18 00:00:00 GMT 2022

Signatory Authority Title: System Director

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Susan Mitchell

Signed Date: Wed May 18 00:00:00 GMT 2022

Signatory Authority Title: System Director

Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: Gloria Graham

Signed Date: Wed May 18 20:34:41 GMT 2022

Signatory Authority Title:

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

* APPLICANT'S ORGANIZATION

Lee Memorial Health System

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Ms.

* First Name: Susan

Middle Name:

* Last Name: Mitchell

Suffix:

* Title: Director of Grants

* SIGNATURE: Susan L Mitchell

* DATE: 05/17/2022

Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

05/17/2022

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

Lee Memorial Health System

* b. Employer/Taxpayer Identification Number (EIN/TIN):

(b)(6)

* c. UEI:

GGGNFJEQ1C32

d. Address:

* Street1:

9800 S. HealthPark Drive #405

Street2:

* City:

Fort Myers

County/Parish:

Lee

* State:

FL: Florida

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

33908-3630

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

* First Name:

Susan

Middle Name:

* Last Name:

Mitchell

Suffix:

Title:

Director of Grants

Organizational Affiliation:

Lee Health Foundation

* Telephone Number:

(b)(6)

Fax Number:

* Email:

(b)(6)

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

D: Special District Government

Type of Applicant 2: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

* 12. Funding Opportunity Number:

DHS-22-TTP-132-00-01

* Title:

Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

1234-Geographic Area Lee County Florida.doc

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

Lee Health Threat Assessment & Management Team Implementation

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="100,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="100,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:

Name of the Entity Applying: Lee Memorial Health System

Primary Location: Lee Memorial Health System facility locations throughout Lee, Collier, and Charlotte Counties within Southwest Florida.

Name of Application Track: Threat Assessment and Management Teams

Name of the Project: Lee Health Threat Assessment & Management Team Implementation

Amount of Funds Requested:

Project Abstract: While workplace violence within healthcare and directed at healthcare workers was an issue prior to the pandemic, it has worsened considerably. In 2020 the Bureau of Labor Statistics reported that health care workers accounted for nearly three-quarters of violence-related workplace injuries and illnesses, with hospital workers six times more likely to suffer job violence than private sector workers as a whole¹. (Statistics, 2020).

This project aims to create early warning, threat assessment and threat management systems for the 4 acute care hospitals, 2 specialty hospitals and more than 80 community based care facilities throughout the health system. The goal of these systems is to utilize best practice, scientific based assessment tools to identify whether a person may be on a pathway to violence and if so, implement threat management and safety plans to interrupt the potential for the violence to occur. Workers who dedicate themselves to saving lives deserve a safe environment – free of violence and intimidation – in which to deliver care.

ND Grants EMW#: EMW-2022-GR-APP-00083

Needs Assessment: Lee Health provides more than 2 million patient contacts annually to persons throughout Southwest Florida. Throughout our service area there are various stakeholders engaged in the local prevention framework. Lee Health is directly connected with the key organizations involved in this work including but not limited to, Lee County School District Threat Management, Lee County Sheriff's Office, Ft. Myers and Cape Coral Police Departments and the Veteran Affairs Hospital. This project aims to provide Lee Health with the necessary threat assessment resources, training and programming to align us as a contributing stakeholder within the local prevention framework.

¹U.S. Bureau of Labor Statistics. (2020, April). Fact sheet | workplace violence in healthcare, 2018 | April 2020. U.S. Bureau of Labor Statistics. Retrieved May 3, 2022, from <https://www.bls.gov/iif/oshwc/cfoi/workplace-violence-healthcare-2018.htm>

Target Population:	The target population for this program is the more than 14,000 Lee Health staff members, our patient population and the acute care framework throughout Lee County, Florida. In all, this project has the potential to impact thousands of individuals.
Inventory of Other Programs:	<p>Lee Health System maintains a workplace violence prevention program. The current program was recently reviewed to assess alignment with OSHA standards for Workplace Violence against Healthcare and Social Workers. Gaps were identified in the area of threat assessment. Currently the health system does not have a threat assessment team or process and does not conduct threat assessment activities. As a result, there is a lack of tracking individuals who threaten or commit violence resulting in repeated incidents of violence perpetrated against staff, patients, and others.</p>
Project Narrative:	<p>The Lee Health System will implement a system-wide, threat assessment team utilizing in alignment with contemporary standards and best practices. Threat assessment and management teams are effective proactive and protective measures that are designed to prevent – not predict – potential acts of targeted violence and terrorism. Through identifying and managing potential threats, these teams provide alternatives to investigation and/or prosecution for bystanders who are actively seeking intervention assistance with a known individual at risk of mobilizing to violence.</p> <p>The Lee Health System threat assessment team will be multi-disciplinary and will include education administrators, mental health and social service providers, faith leaders, medical personnel, law enforcement, technology experts, and others. While it is important for law enforcement to be involved to ensure a comprehensive and inclusive approach – and to intervene if the threat escalates – partnerships with multidisciplinary partners are crucial, as the primary goal of our approach is to provide individuals with support services before the threat rises to a level requiring law enforcement.</p>
IMP Performance Measures:	<p>Objective 1 – Identify multi-disciplinary team members to serve on 6 localized threat assessment teams and one executive level threat assessment team. A localized team will be assigned to each of the 5 acute care hospitals and one team to coordinate threat assessment activities for non-acute facilities.</p> <p>Timeline for Objective 1 – Begin selection in August 2022 and complete by September 1, 2022.</p> <p>Objective 2 – Identify consultant to provide threat assessment team training to members of the threat assessment teams.</p>

Timeline for Objective 2 – Consultant to be identified by October 1, 2022.

Objective 3 – Consultant will provide training to members of the Lee Health System's threat assessment team members.

Timeline for Objective 3 – Training completed by November 15, 2022.

Objective 4 – Create threat assessment team policy and procedures to include record keeping, training of team members, and information sharing among the teams.

Timeline for Objective 4 – Between June 2022 – August 2022

Objective 5 – Fully implement threat assessment and management team activities to include regular meetings and assessment for and management of persons displaying a pathway to violence.

Timeline for Objective 5 – No later than November 15, 2022

Objective 6 – Establish Memorandum of Understanding with local threat assessment teams including Lee County School District and law enforcement related to threat assessment information sharing.

Timeline for Objective 6 – No later than November 15, 2022

Objective 7 – Maintain statistics on the number of persons the team's review and manage and create monthly reports illustrating the details of the cases including: relationship of the individual to Lee Health, 57000disposition of the case (open active or closed), and case management activities.

Timeline for Objective 7 – Begin December 1, 2022 and monthly thereafter throughout the grant period.

Organizations Key Personnel:

The project will be led by the following key stakeholders and supported by approximately 40 other Lee Health and local stakeholders:

Gloria Graham, System Director for Public Safety and Emergency Management

Jeffrey Pigott, Vice President and Internal Audit

Blake Schofield, Legal Services Attorney

Kris Rasmussen, System Director Patient Safety and Quality Improvement

Evelyn Zuccherro, Program Director HR Policies and Compliance

Sustainability: The Lee Health System threat assessment team will continue their activities indefinitely following the end of the period of performance.

Budget Detail and Narrative:

To implement a robust, threat assessment management program designed to reduce and/or eliminate the opportunity for targeted violence to occur throughout our Southwest service area, funding is necessary to provide training and program support. It is anticipated that upwards of 50 individuals will need to attend and complete threat assessment training in support of the recommended localized threat assessment team model for each of our campuses/segments. The training budget requested is \$43,000 and includes on-site threat assessment training for all team members to be conducted by a subject matter expert. We will afford our local stakeholders from other threat assessment programs to participate in the training alongside us in order to promote coordination and collaboration.

In addition to initial training a workshop will be conducted in early 2023 with members of the local threat assessment program groups, including the school district and local law enforcement and Veterans Affairs. This workshop will be designed to specifically identify additional collaboration and coordination opportunities to enhance our local threat assessment and management capabilities. This workshop will also be facilitated by a subject matter expert well versed in threat assessment team dynamics and best practices. The cost of this workshop is estimated at \$20,000.

In order to provide system-wide information sharing and track individuals that may traverse from one provider location to another throughout Lee Health threat assessment software is necessary. The Resolver case management software or a similar solution at a cost of \$37,000.

Budget Summary:

Training & Support	\$ 43,000
Contractual:	\$ 30,000
Travel:	\$ 5,000
Supplies	\$ 8,000
Community Workshop(s)	\$ 20,000
Contractual:	\$ 15,000
Supplies:	\$ 5,000
Case Management Software and Training	\$ 37,000
Contractual:	\$ 37,000
Total	\$100,000